

# ANNUAL REPORT 2016

**CEDAC**

Community Economic Development  
Assistance Corporation

# Temple Place Apartments

developer  
CAMBRIDGE HOUSING AUTHORITY

location  
CAMBRIDGE

population served  
LOW-INCOME FAMILIES,  
PERSONS WITH DISABILITIES

total units/supportive units  
40/2

state loan program  
CBH

CEDAC financing  
N/A



## MASSACHUSETTS MODELS SUCCESSFUL COMMUNITY DEVELOPMENT

There are many reasons to be proud of Massachusetts, especially when it comes to supporting community development. For CEDAC's dedicated Board and staff, we are especially proud of the fact that the Commonwealth has been a leader on affordable housing policy and finance for decades. Beginning in 1978, when the Legislature had the foresight to create CEDAC to support non-profit community development organizations, we have developed a unique model based on the provision of early stage financing and technical assistance. This model combines our vital technical expertise with careful predevelopment lending to help our non-profit partners shape a development project. Our successful track record demonstrates that this approach is the right formula for responsible lending, leads to solid housing production and preservation results, and exemplifies good public policy.

Fast forward to 2016 and CEDAC remains community-focused, even though communities have changed and needs have evolved. Massachusetts is a national leader in its care of homeless veterans, and was one of the first states to outline a comprehensive plan to end veteran homelessness. The Commonwealth also has expanded high-quality early education and out-of-school time programs for families by creating a capital fund to help improve and expand facilities. And, just eight years after the passage of Chapter 40T, Massachusetts is seeing tangible success in maintaining affordable housing by preserving the long-term affordability of expiring units and keeping them available to income-eligible families.

There's a lot to talk about in this year's annual report, including updates on the Commonwealth's landmark interagency working group on supportive housing, increased funding for affordable housing development and preservation in the Governor's Capital Investment Plan, more childcare facility projects coming on-line through the Early Education and Out of School Time Capital Fund program, reports on our efforts to preserve more affordable units, and an announcement of a new collaboration to deliver technical assistance to the Commonwealth's workforce development organizations.

When it comes to affordable housing and community development, the path forward is always steep. But with our public and private partners in the Commonwealth, that path is straight and we make progress on it every year.



*Roger Herzog*

Roger Herzog  
CEDAC Executive Director



*Chrystal Kornegay*

Chrystal Kornegay  
CEDAC Board Chair

# INTERAGENCY INITIATIVE FINDS NEW, INNOVATIVE WAYS TO DEVELOP SUPPORTIVE HOUSING

## IMPACT OF INTERAGENCY WORKING GROUP



**CEDAC shares the Commonwealth’s commitment to stabilize the lives of thousands of Massachusetts families and individuals by producing supportive housing units.** Supportive housing, in which organizations offer support services and affordable housing, can be complex for non-profit agencies to develop. With the Department of Housing and Community Development (DHCD), CEDAC manages three of the Commonwealth’s supportive housing initiatives – the Housing Innovations Fund (HIF), the Facilities Consolidation Fund (FCF), and the Community Based Housing (CBH) program, all of which help vulnerable populations stabilize their lives through the creation of safe and affordable housing.

The state’s affordable housing financing system is a model for the nation and our recent pilot efforts to apply flexible, innovative thinking to the development of supportive housing builds upon the success of that foundation. In just three years, Massachusetts has developed 1,749 new units of supportive housing. To achieve this goal, the state brought all of the major players - 20 state agencies, from those focused on housing to those providing human services - together to work collaboratively. This interagency initiative, chaired by Health and Human Services Secretary Marylou Sudders and Housing and Economic Development Secretary Jay Ash, meant improved communication and coordination, more sharing of information, and a better understanding of best practices.

The Commonwealth also experimented with ways of streamlining an often complicated funding process. Supportive housing developers require three different sources of funding to turn the idea of a project into reality – they need capital dollars to acquire or build affordable housing, operational funding to maintain units and service funding for tenant stabilization and other supports. A successful pilot program allowed affordable housing developers to access these funding streams in a consolidated process, which proved to be effective.

CEDAC worked closely with DHCD on the pilot program and helped to lead the interagency initiative. The work that this interagency effort has pursued will continue under the leadership of the Commonwealth’s Interagency Council on Housing and Homelessness. There is more work to be done but with critical agencies working together, the Commonwealth has found a successful model for strengthening communities through supportive housing.

**WHAT’S NEXT?** *The Interagency Working Group will be moving its work to the Interagency Council on Housing and Homelessness (ICHH). The ICHH is co-chaired by Secretary of Health and Human Services Marylou Sudders and Secretary of Housing and Economic Development Jay Ash. Its members include Secretaries, Assistant Secretaries and Commissioners of the executive branch of state government.*



### Gorham Street Apartments

developer  
COALITION FOR A BETTER ACRE

location  
LOWELL

population served  
FORMERLY HOMELESS FAMILIES,  
PERSONS WITH DISABILITIES

total units/supportive units  
24/24

state loan program  
CBH & HIF

CEDAC financing  
PREDEVELOPMENT

## COMMUNITIES IMPACTED

(#) indicates Communities with more than one funded project

Abington	Dennis	Lowell (5)	Springfield (3)
Agawam	Dracut	Ludlow (2)	Stoughton
Barnstable	Fall River	Malden (2)	Taunton (2)
Barre	Fitchburg (2)	Mashpee	Tewksbury
Bedford	Framingham	Maynard	Ware (2)
Belchertown (2)	Greenfield	Monson (2)	Wareham
Beverly	Groton	New Bedford	Watertown
Boston (21)	Hadley	Northampton (3)	Wellfleet
Brockton (3)	Harvard	Oxford	Westfield (2)
Brookline	Haverhill (2)	Quincy (2)	Weymouth
Cambridge (2)	Holbrook	Raynham	Williamsburg
Chelmsford	Holyoke	Revere (3)	Williamstown
Chelsea (3)	Ipswich	Salem (2)	Worcester (5)
Chicopee (3)	Kingston	Shrewsbury	
Danvers	Lawrence (3)	Somerville (3)	
Dartmouth (2)	Lincoln	Spencer	

**“CEDAC’s efforts of increasing the supply of permanent, supportive housing along with its work on the Governor’s Interagency Council on Housing and Homelessness are invaluable to the state’s goals of increasing the supply of affordable housing and ending homelessness.”**

Marylou Sudders, Secretary of Health & Human Services

#### 4. Supportive Housing

**THE PILOT PROGRAM.** Formerly known as the Housing Preservation and Stabilization Trust Fund (HPSTF), the pilot program was created by the state legislature and implemented by DHCD to streamline the process for affordable housing developers to access capital financing, operating subsidy, and service funding to produce supportive housing units. In separate funding rounds limited to supportive housing proposals, the pilot program was effective in helping the Interagency Working Group meet its production goal.

### 51-57 Beals Street

**developer**  
PINE STREET INN

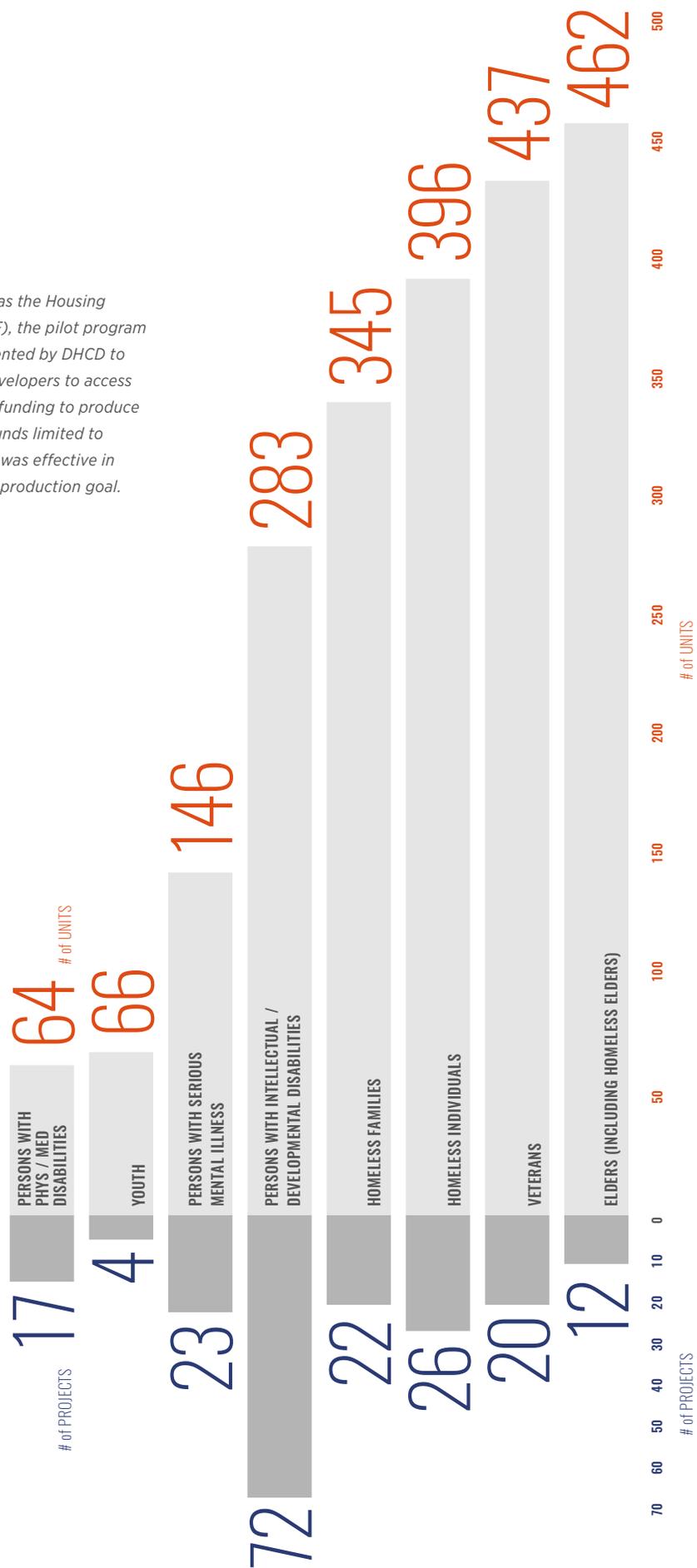
**location**  
BROOKLINE

**population served**  
FORMERLY HOMELESS INDIVIDUALS

**total units/supportive units**  
31/31

**state loan program**  
HIF

**CEDAC financing**  
N/A



IMPACT OF INTERAGENCY INITIATIVE ON SPECIAL POPULATIONS

NOTE: unit may have more than one population type

### Stevens Memorial Apartments

**developer**  
WAY FINDERS

**location**  
LUDLOW

**population served**  
LOW-INCOME SENIORS

**total units/supportive units**  
28/28

**state loan program**  
HIF

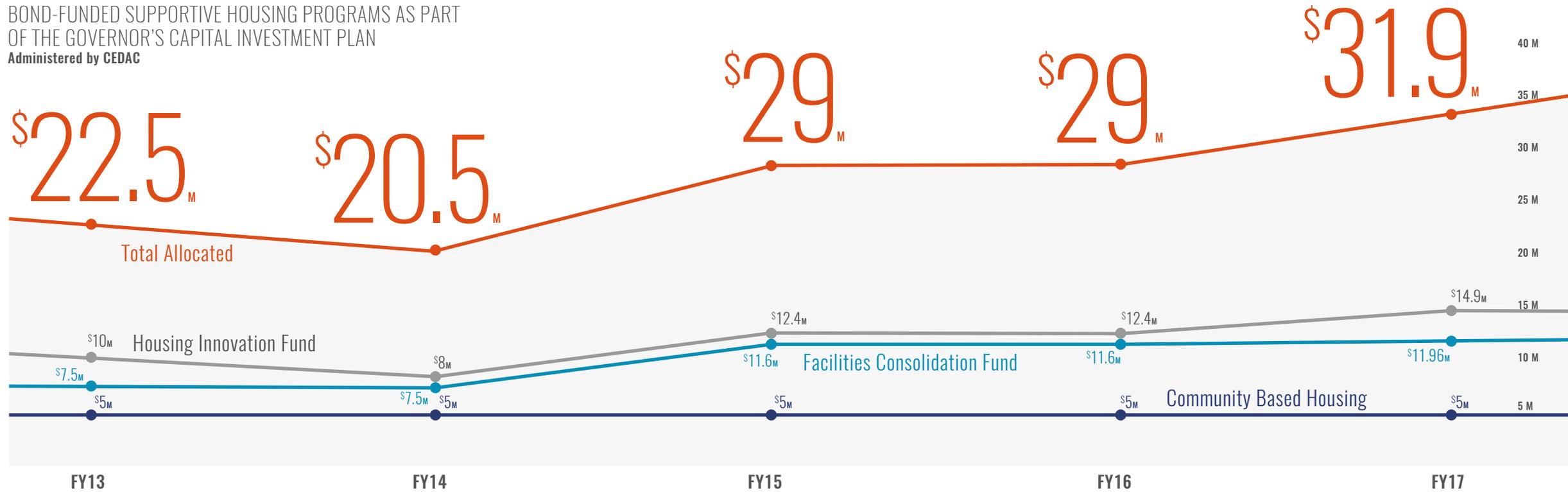
**CEDAC financing**  
PREDEVELOPMENT



Geraldine Thompson, Resident

THE ADMINISTRATION LEADS THE WAY IN SUPPORTING AFFORDABLE HOUSING

BOND-FUNDED SUPPORTIVE HOUSING PROGRAMS AS PART OF THE GOVERNOR'S CAPITAL INVESTMENT PLAN  
Administered by CEDAC



A key reason that Massachusetts sets the national standard when it comes to affordable housing production and preservation is because of the leadership of our elected officials. Like so many of their predecessors, Governor Baker and Lieutenant Governor Polito have demonstrated their support for affordable housing. This year, they unveiled their capital investment plan, which includes \$1.1 billion for affordable housing production and preservation over the next five years, an 8 percent increase in FY17 and 18 percent increase over the life of the plan, and includes an enhancement of resources for supportive housing and housing preservation.

Furthermore, in both March and August, the Baker-Polito administration announced funding awards for 36 rental housing projects to create or preserve 1,529 affordable housing units across 24 Massachusetts communities. In March, the administration announced over \$21 million in awards to 10 supportive housing projects, including \$10.6 million from the Housing Preservation and Stabilization Trust Fund (HPSTF). In August, DHCD awarded over \$31 million in state and federal low-income housing tax credits for 26 developments, to which the administration also committed more than \$59 million in capital subsidy, including state bond funds.

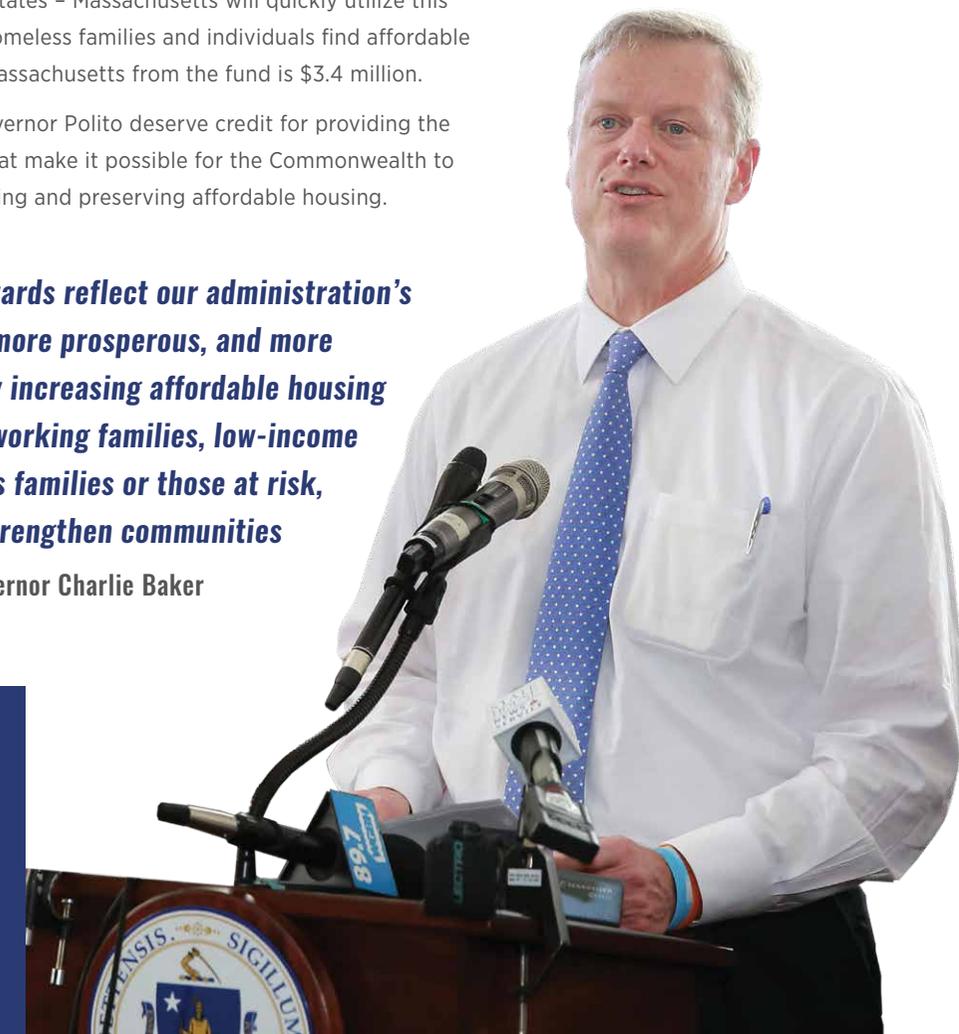
CEDAC provided over \$11 million in early stage acquisition and/or predevelopment financing to 15 of these funded projects. These projects include three sponsored by Boston CDCs (Southwest Boston CDC and Urban Edge), a Springfield project by Home City Housing, another western Massachusetts project by Hilltown CDC, and The Community Builders' project in Westport, among others.

In FY17, Massachusetts will receive funds from the federal government for production of housing for the most vulnerable individuals and families. In April, the U.S. Department of Housing and Urban Development (HUD) announced the launch of the National Housing Trust Fund to help states create new housing for extremely

low-income individuals. While the Trust Fund is modest in its first year – \$174 million to be shared among all 50 states – Massachusetts will quickly utilize this new resource in its quest to help homeless families and individuals find affordable housing. The initial allocation for Massachusetts from the fund is \$3.4 million.

Governor Baker and Lieutenant Governor Polito deserve credit for providing the kind of leadership and resources that make it possible for the Commonwealth to strengthen communities by producing and preserving affordable housing.

**“ These affordable housing awards reflect our administration’s commitment to a stronger, more prosperous, and more inclusive Commonwealth. By increasing affordable housing production, and stabilizing working families, low-income senior citizens and homeless families or those at risk, these housing awards will strengthen communities across Massachusetts.”** Governor Charlie Baker



**Affordable Housing Development Awards**

AUGUST 15, 2016

48 Boylston Street, Boston  
St. Francis House and the  
Archdiocese of Boston’s Planning  
Office for Urban Affairs

# EARLY CARE AND EDUCATION SEES POSITIVE IMPACT FROM STATE BOND FUNDING

**The physical space in which young children spend most of their time is critical to their educational development.** Here they gain skills, forge relationships, and develop attitudes towards learning. Often, non-profit, community-based child care providers – especially those serving children in low-income neighborhoods – are located in ill-suited, low-cost spaces, such as old storefronts or gloomy church basements. These spaces were not designed for learning - that’s where the Early Education and Out of School Time (EEOST) Capital Fund makes a difference.

Established by the 2013 Housing Bond Bill, the EEOST Capital Fund has made all the difference to 16 child care providers who were the recipients of funding awards in the first two rounds of the program. The Commonwealth made history by becoming the second state to make state bond financing available to improve the quality of early childhood education (ECE) and out-of-school time (OST) facilities – and the first to include that financing in community development legislation. The program, which is administered by CEDAC and Children’s Investment Fund in partnership with the Massachusetts Department of Early Education and Care (EEC), awards grants for major capital facilities projects of up to \$1 million to large group ECE and OST programs.

On June 14, 2016, Lieutenant Governor Karyn Polito announced the six providers that received awards in the second EEOST funding round. The event was held at the Guild of St. Agnes in Webster, who received a grant that will allow the non-profit to acquire their site from a large international insurance company and ensure long-term program stability. Other awardees include Aspire Development Services in Lynn, Brookview House, Inc. in Boston, Community Art Center, Inc. in Cambridge, Epiphany School in Boston, and Rainbow Child Development Center in Worcester. Each of these programs is meeting the public purpose of designing spaces that nurture and develop children in a healthy, stimulating environment. Well-designed physical space promotes children’s competency in their interactions with the world around them.

With the creation of the EEOST Capital Fund, Massachusetts has once again demonstrated it is a community development and national education leader. The impact of EEOST can not only be seen in the private investments leveraged by the public funds and the jobs created, but among the 2,100 children benefiting from improved, high quality learning environments. The program is a model for early education, one that will continue to shape our community.



*Speaker of the House of Representatives Robert DeLeo pictured left with Commissioner of the Department of Early Education and Care Tom Weber, spoke at the Grand Opening of Youth in Motion on April 22, 2016. He stressed the importance of collaboration to succeed, especially when it comes to the children of Massachusetts. Youth in Motion is one of 17 program sites run by For Kids Only Afterschool, and merges health and fitness with academics.*



## Youth In Motion

**developer**  
FOR KIDS ONLY AFTERSCHOOL  
**location**  
REVERE  
**slots added**  
20  
**percent low-income children**  
82%  
**state grant program**  
EEOST  
**CIF Financing**  
N/A



**Speaker of the Massachusetts House of Representatives Robert DeLeo**

**\$11.5** | **365** | **1,700**

MILLION AWARDED | SLOTS ADDED | SLOTS IMPROVED

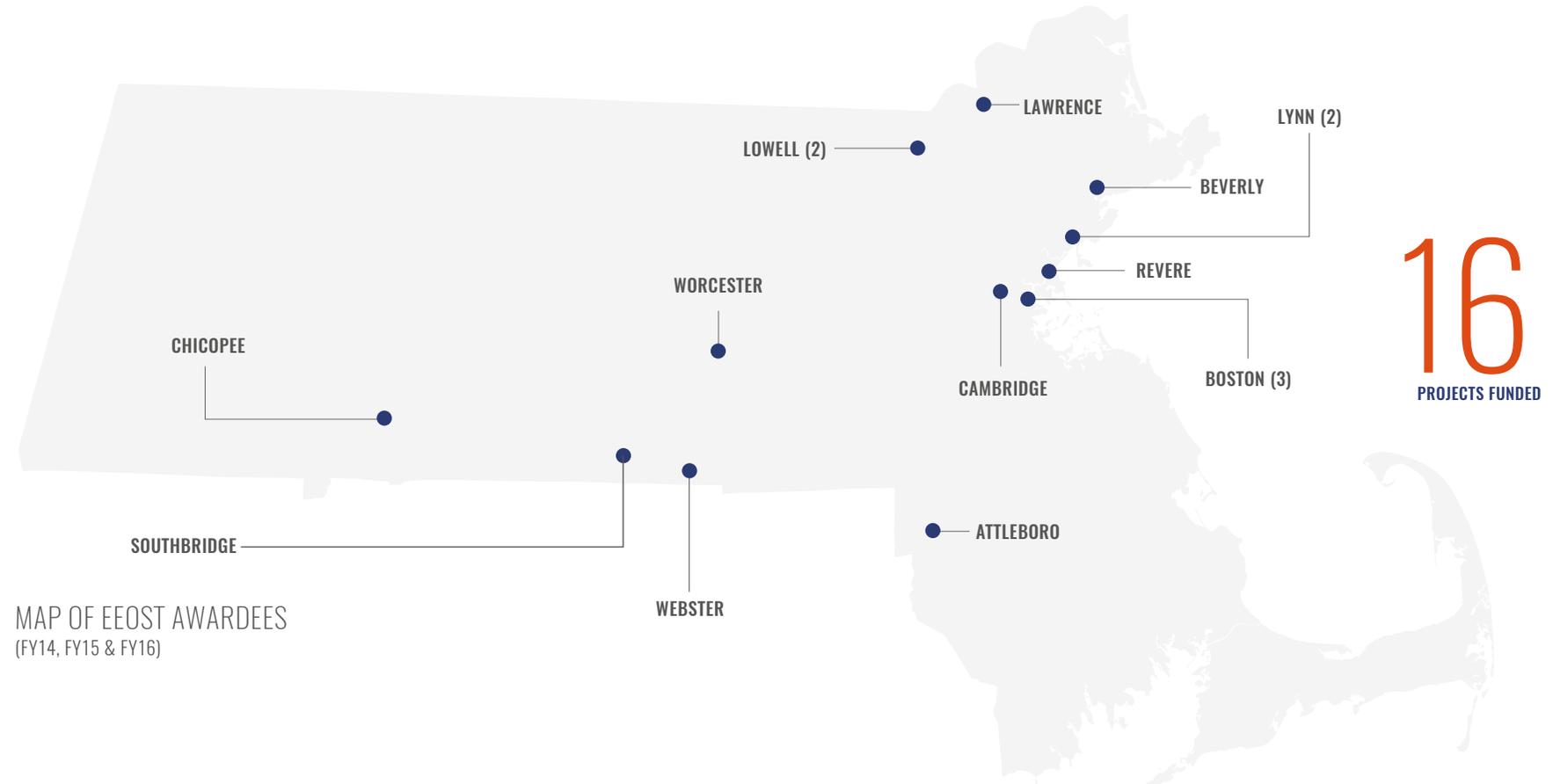
**\$30** | **360** | **88%**

MILLION LEVERAGED | JOBS CREATED | LOW-INCOME FAMILIES SERVED

IMPACT OF EOST GRANTS  
(FY14, FY15 & FY16)

**“The Early Education and Out of School Time grants are a critical resource for helping ensure that our early learning program environments support children’s learning. By providing high quality facilities for children to grow and thrive in, we are both helping foster their success and building a more prosperous future for all of us.”**

Lieutenant Governor Karyn Polito, June 14, 2016



Epiphany School Ground Breaking Boston (Dorchester) June 7, 2016  
Governor Charlie Baker (third from the right)

Valley Opportunity Council Ribbon Cutting Chicopee September 16, 2016  
Commissioner Tom Weber (far left) and Children’s Investment Fund’s Director of Children’s Facility Finance Theresa Jordan (third from left)



# GEDAC'S MODEL: EFFECTIVE COMMUNITY DEVELOPMENT

Every edition of CEDAC's Annual Report has space devoted to a reaffirmation of the legislative instrument that created our organization. Section 6 of the Acts and Resolves of 1978 was visionary in its day and remains so today. In creating CEDAC, the Commonwealth's leaders began with the premise that community-based development organizations are vital economic and social catalysts capable of transforming neighborhoods. They further recognized that a modest combination of technical and financial assistance, particularly high-risk predevelopment funds, would give non-profit developers the capacity and financial resources they need to envision and then realize their projects. What the Commonwealth formed in CEDAC is today recognized as an important component of a comprehensive model framework for an effective affordable housing finance system – and part of the reason that Massachusetts is recognized as a national leader on affordable housing production. Through CEDAC and its proven fiscally responsible approach of combining technical expertise with critical early stage loans, community development corporations and other non-profits are able to maximize their impact, revitalize communities and improve the quality of life for thousands of Massachusetts residents.

## Highland Woods Apartments

**developer**  
BERKSHIRE HOUSING DEVELOPMENT CORPORATION

**location**  
WILLIAMSTOWN

**population served**  
LOW-INCOME SENIORS

**total units/supportive units**  
40/40

**state loan program**  
HIF

**CEDAC financing**  
PREDEVELOPMENT



Williamstown December 19, 2014



*In 2011, Tropical Storm Irene decimated Spruces Mobile Home Park in Williamstown, leaving an already-vulnerable population homeless. Two years later, CEDAC provided predevelopment financing to the Berkshire Housing Development Corporation (BHDC) to create affordable housing for seniors and to replace the housing lost to the storm. Highland Woods, which opened in 2016, was also made possible by a land donation from Williams College.*



Yvette Halleck, Resident

## Duck Mill Apartments

**developer**  
LAWRENCE COMMUNITY WORKS

**location**  
LAWRENCE

**population served**  
LOW-INCOME FAMILIES,  
PERSONS WITH DISABILITIES

**total units/supportive units**  
73/6

**state loan program**  
CBH & FCF

**CEDAC financing**  
PREDEVELOPMENT





### Our House

**developer**  
DOMUS, INC.

**location**  
WESTFIELD

**population served**  
UNACCOMPANIED YOUTH

**total units/supportive units**  
11/11

**state loan program**  
HIF & HPSTF

**CEDAC financing**  
ACQUISITION & PREDEVELOPMENT



### Leighton Street Apartments

**developer**  
NEWVUE COMMUNITIES

**location**  
FITCHBURG

**population served**  
INDIVIDUALS IN RECOVERY

**total units/supportive units**  
16/16

**state loan program**  
HPSTF

**CEDAC financing**  
N/A



### Francis Grady Apartments

**developer**  
JAMAICA PLAIN NEIGHBORHOOD DEVELOPMENT CORPORATION (JPNDG)

**location**  
BOSTON (JAMAICA PLAIN)

**population served**  
FORMERLY HOMELESS INDIVIDUALS

**total units/supportive units**  
31/31

**state loan program**  
HIF

**CEDAC financing**  
PREDEVELOPMENT

#### IMPACT OF CEDAC'S EARLY STAGE FINANCING (FY16)

41 | 1,420 | \$14,423,761

<b>PROJECTS</b>	<b>UNITS</b>	<b>LOANED</b>
37 predevelopment	1,343 predevelopment	\$5,032,761 predevelopment
7 acquisition	268 acquisition	\$8,391,000 acquisition
1 bridge	50 bridge	\$1,000,000 bridge

*“The Francis Grady Apartments project could never have happened without dedicated partners who believed in our mission. In addition to providing much-needed predevelopment support, CEDAC played a pivotal role in helping us structure the financing to assure that we have the resources needed to provide high-quality resident services for at least the next 15 years.”*

*Richard Thal, Executive Director of the Jamaica Plain Neighborhood Development Corporation*

### Melpet Farms Residences

**developer**  
HOUSING ASSISTANCE CORPORATION ON CAPE COD & PRESERVATION OF AFFORDABLE HOUSING (POAH)

**location**  
DENNIS

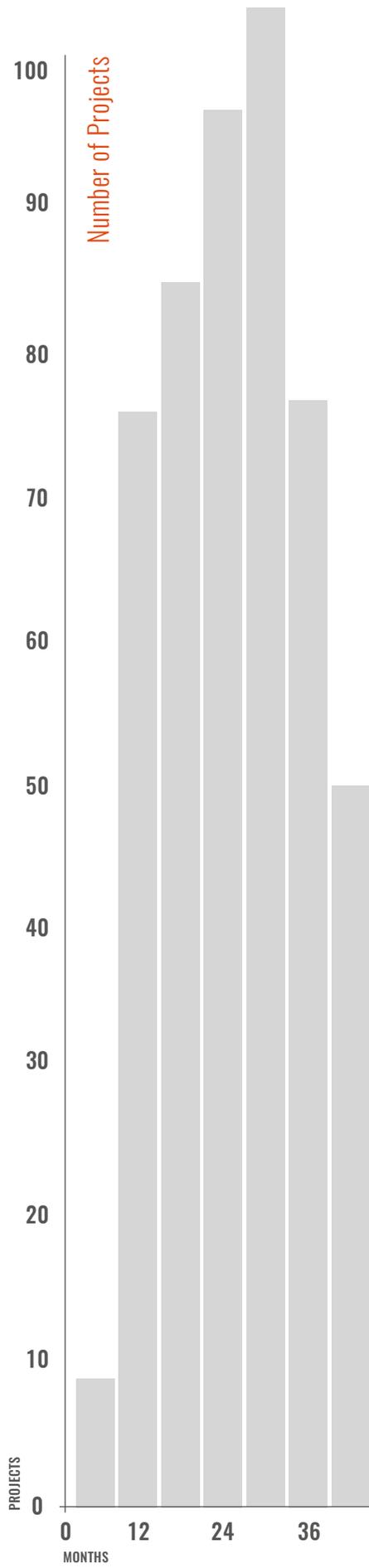
**population served**  
FORMERLY HOMELESS FAMILIES, LOW-INCOME FAMILIES

**total units/supportive units**  
27/27

**state loan program**  
HIF

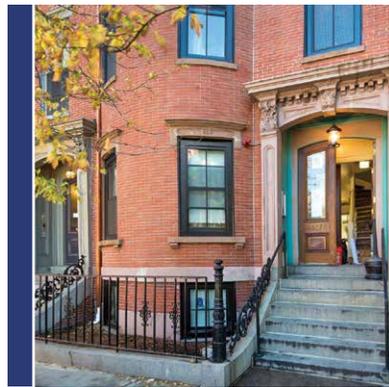
**CEDAC financing**  
PREDEVELOPMENT





**“Residencia Betances has been a part of IBA for over 20 years, and has been an incredibly important housing resource for our Spanish speaking residents, many of whom contend with homelessness and mental illness. The financial backing we received from CEDAC was instrumental in IBA’s efforts to upgrade the facilities and we have deeply valued their partnership in our mission to improve the lives of deserving low-income families.”**

Dr. Vanessa Calderón-Rosado, Ph.D. CEO of Inquilinos Boricuas en Acción (IBA)



### Residencia Betances

<b>developer</b> INQUILINOS BORICUAS EN ACCIÓN (IBA)	<b>total units/supportive units</b> 11/11
<b>location</b> BOSTON (SOUTH END)	<b>state loan program</b> FCF & HPSTF
<b>population served</b> PERSONS WITH DISABILITIES	<b>CEDAC financing</b> N/A

**MORE THAN JUST FINANCING.** CEDAC provides extensive technical assistance to our borrowers. Our expert staff assist borrowers on a wide variety of real estate development issues, including team building, feasibility analysis, financial packaging, policy analysis, project management, zoning and permitting, access to public funds, and supportive service provision. The act of providing advice, training, coaching and capacity building to an individual or organization is crucial to the success of many developments. The predevelopment stage of a project can last years, and we’re involved from the initial feasibility assessment to construction closing.

AVERAGE TIME SPENT IN PREDEVELOPMENT (SINCE INCEPTION)

**2.5** YEARS

Number of Months



### Montello Welcome Home

<b>developer</b> FATHER BILLS & MAINSPRING
<b>location</b> BROCKTON
<b>population served</b> FORMERLY HOMELESS FAMILIES, INDIVIDUALS, AND VETERANS
<b>total units/supportive units</b> 22/22
<b>state loan program</b> HIF
<b>CEDAC financing</b> N/A



### Franklin Street

<b>developer</b> ASPIRE DEVELOPMENTAL SERVICES, INC.	<b>% low-income</b> 53%
<b>location</b> LYNN	<b>state grant program</b> EOST
<b>slots added</b> 29	<b>CIF financing</b> ACQUISITION & PREDEVELOPMENT

**CHILD CARE AND COMMUNITY DEVELOPMENT.** Children’s Investment Fund (the Fund) helps non-profit child care providers develop high quality early education and care and out-of-school time learning centers. Through technical assistance, early stage financing, and training, the Fund has helped providers upgrade their educational facilities for over 25 years.

IMPACT OF THE FUND’S EARLY STAGE FINANCING (FY16)

**11** | **\$1,349,100**

**PROJECTS**  
10 predevelopment  
1 acquisition  
8 grants

**LOANED OR GRANTED**  
\$649,100 predevelopment  
\$620,000 acquisition  
\$80,000 grants



18. CEDAC's Model

DEMOGRAPHICS  
(since 2000)

486  
ELDERS SERVED

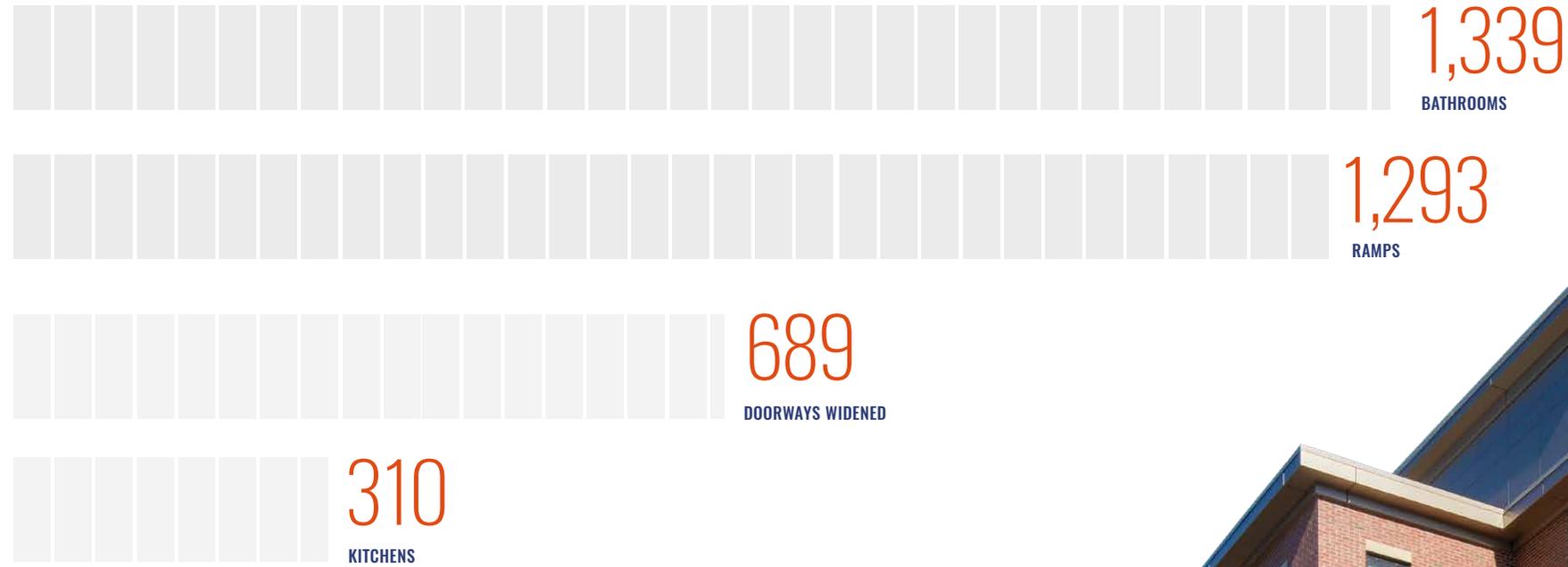
679  
CHILDREN SERVED

1,580  
ADULTS SERVED

**“The Home Modification Loan Program, administered by CEDAC, is an initiative that has transformed the lives of hundreds of disabled and elderly people in Massachusetts. CEDAC’s assistance played a critical role in making HMLP a success for the individuals who are now able to live more fulfilling, independent lives through this program.”**

Nicky Osborne Former Commissioner of the Massachusetts Rehabilitation Commission

**HOME MODIFICATIONS CAN BE THE DIFFERENCE.** When faced with the decision of keeping a disabled or elderly family member at home or relocating the individual to a long-term health care facility, access to home modifications can help. The Home Modification Loan Program (HMLP), a program of the Massachusetts Rehabilitation Commission and administered by CEDAC, was established by the Massachusetts Legislature to assist homeowners and small landlords to fund the necessary changes to keep disabled or elderly family members in their own homes and communities. HMLP finances ramp and lift installations, kitchen and bathroom modifications, the widening of doorways, and more.



PROJECT TYPE (since 2000)

**The Residences at Fairmount Station**

developer  
SOUTHWEST BOSTON  
COMMUNITY DEVELOPMENT  
CORPORATION

location  
BOSTON (HYDE PARK)

population served  
MIXED-INCOME FAMILIES,  
PERSONS WITH DISABILITIES

total units/supportive units  
27/3

state loan program  
CBH

CEDAC financing  
ACQUISITION &  
PREDEVELOPMENT



DMS Design LLC.

**PARTNERSHIPS STRENGTHEN COMMUNITIES.** In 2016, CEDAC entered into a new agreement with LISC Boston to provide early stage financing for transit-oriented affordable housing. LISC Boston, The Boston Foundation, and the Hyams Foundation had created The Equitable Transit-Oriented Development Accelerator Fund (ETODAF) to promote affordable housing developments near transit locations. In 2016, CEDAC funded two projects - The Residences at Fairmount Station in Boston’s Hyde Park neighborhood and Granite Street Crossing in Rockport – as a part of this partnership. By partnering with organizations and agencies that are also committed to community development, we’re able to have greater impact on our communities.

**Carpenter’s Glen & Cranberry Manor**

developer  
HOUSING SOLUTIONS FOR  
SOUTHEASTERN MASSACHUSETTS

location  
EAST TAUNTON & WAREHAM

population served  
LOW-INCOME FAMILIES,  
PERSONS WITH DISABILITIES

total units/supportive units  
56/4

state loan program  
CBH

CEDAC financing  
PREDEVELOPMENT



**Uphams Corner Residential**

developer  
PLANNING OFFICE FOR  
URBAN AFFAIRS, INC. (POUA)

location  
BOSTON (DORCHESTER)

population served  
LOW-INCOME FAMILIES,  
FORMERLY HOMELESS FAMILIES

total units/  
supportive units  
33/33

state loan program  
HIF

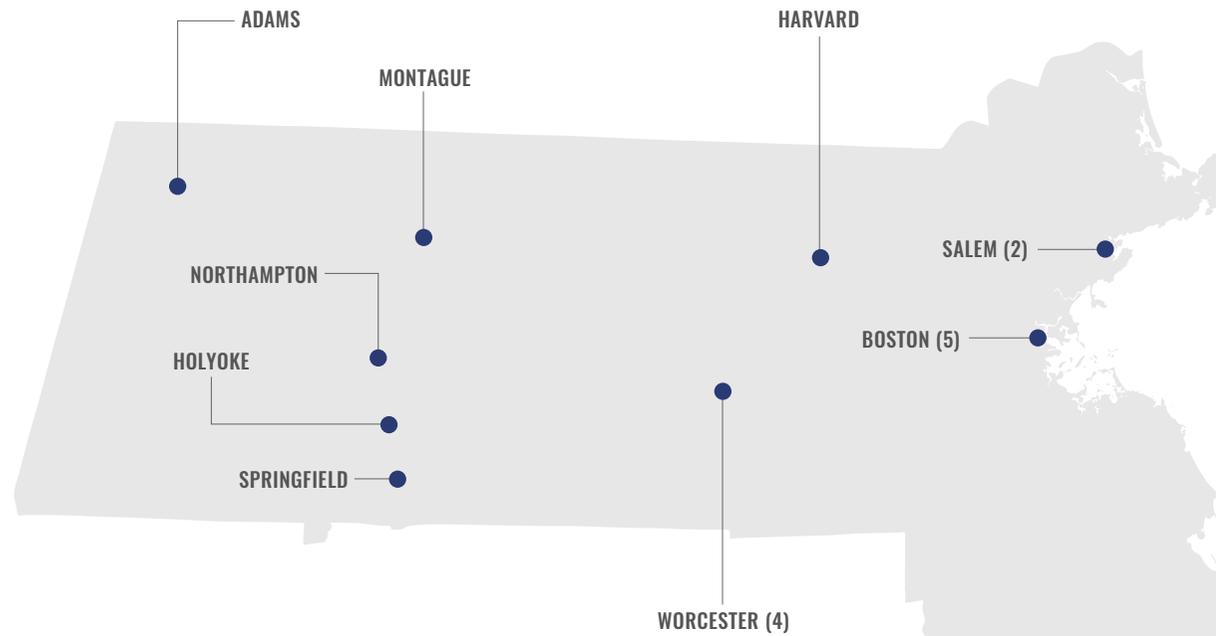
CEDAC financing  
PREDEVELOPMENT

UPHAMS  
CROSSING

# SUCCESSFUL STRATEGIES PRESERVE AFFORDABLE HOUSING IN MASSACHUSETTS

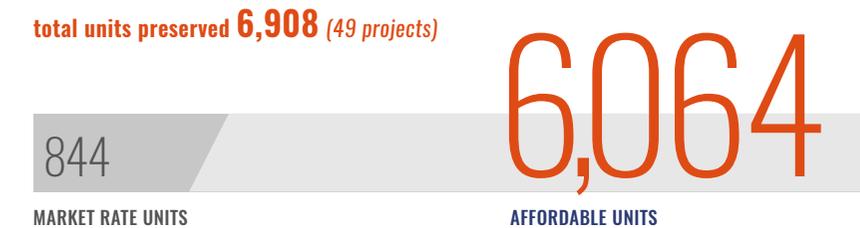
A key role that CEDAC plays in the Commonwealth's affordable housing finance system is to help community-based non-profit organizations preserve existing affordable units across Massachusetts. CEDAC manages the Massachusetts Preservation Loan Fund, which provides acquisition and predevelopment financing for non-profits seeking to preserve units; maintains a database of expiring use properties as an "early warning system" to guard against the loss of these units; provides leadership on public policy addressing housing preservation; plays a key role in an interagency working group focused on preserving affordable housing; and offers technical assistance to residents, owners, and state and local public agencies.

The Commonwealth's success at maintaining affordability has caught the attention of national leaders. The Urban Institute recently released data ranking the counties across the country doing the best job of housing extremely low-income families – five of the top 10 counties were in Massachusetts, in part because of the Commonwealth's successful housing preservation efforts. Suffolk County was ranked first in the nation, and CEDAC has supported and advised the City of Boston on preservation strategies for many years. In 2016, the Institute issued a report that included CEDAC's role with non-profit, city, and state partners to preserve Putnam Square in Cambridge. There is more work to be done – many properties, including the state's 13A and federal 202 portfolios, face expiring affordability and CEDAC's technical expertise will be deployed to help find solutions. But once again, through our preservation work, Massachusetts shows why it's a model for the country.



**AN IMPORTANT PRESERVATION TOOL.** The process of refinancing existing affordable housing developments to preserve their affordability is often extremely complicated and can take many months, and in some cases, years. The map above shows the communities where CEDAC committed predevelopment financing to preserve affordable housing in FY16. As with our other predevelopment lending, CEDAC's early stage funding 'primes the pump' for a larger recapitalization. Though Chapter 40T has fostered the preservation of affordable units, assembling preservation financing from both public and private resources usually happens in a months-long process. CEDAC is a crucial resource to our non-profit housing partners, and works closely with DHCD and other public agencies to assemble long term financing. It is only when this long term financing is in place that the units are counted toward those preserved with state resources, as shown below.

HOUSING UNITS PRESERVED WITH STATE RESOURCES (CALENDAR YEAR 2016)



AFFORDABLE UNITS AT RISK OF CONVERTING TO MARKET RATE BEFORE JANUARY 2020



## Kendrigan Place

developer  
NEIGHBORHOOD HOUSING SERVICES OF THE SOUTH SHORE

location  
QUINCY

population served  
LOW-INCOME FAMILIES, PERSONS WITH DISABILITIES

total units/supportive units  
78/7

state loan program  
CBH

CEDAC financing  
PREDEVELOPMENT

UNITS AT RISK OF MARKET RATE CONVERSION

total units **134,014** (1,563 projects)

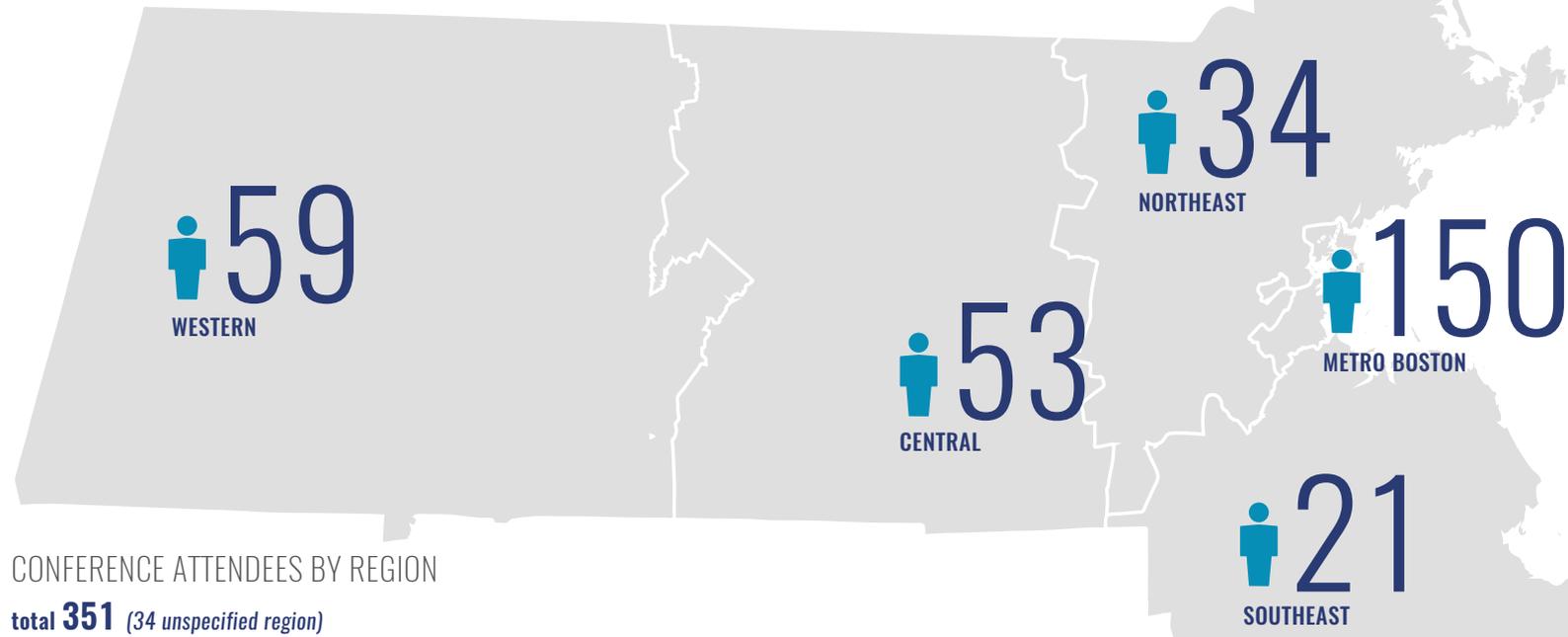
29,600

MARKET RATE UNITS

90,183

AFFORDABLE UNITS AT RISK OF CONVERTING TO MARKET AFTER JANUARY 2020

# A TIME OF TRANSITION FOR COMMONWEALTH WORKFORCE COALITION



For 16 years, CEDAC's program, Commonwealth Workforce Coalition (CWC), has provided training and resources to the state's workforce development community. In addition to the educational and qualification-building opportunities it offers to its more than 5,500 members, the program runs 20-25 training and network events every year across Massachusetts, including its annual *Sharing Skills-Building Connections* conference.

2016 marks an important time of transition for CWC. CEDAC and the University of Massachusetts Boston McCormack Graduate School Center for Social Policy (CSP) will jointly administer the program through July 2017, after which CSP will manage this critical program. CSP is a nationally-renowned research and evaluation center for policy makers, funders, and business leaders focused on researching the root causes of economic hardship and examining the impact of public policies in order to boost economic well-being. Like CWC, CSP has a core mission of alleviating economic inequality throughout Massachusetts.



**“ The Commonwealth Workforce Coalition ensures that the state’s workforce development community is fully equipped to help unemployed and underemployed workers advance in their careers. We’re pleased to be partnering with CEDAC regarding CWC, and we’re looking forward to another successful year.”**

Susan Crandall Director, Center for Social Policy - UMass Boston



CEDAC's Executive Director, Roger Herzog, with 2016 Sharing Skills-Building Connections Conference Keynote Speaker, Mark Melnik, Ph.D. Dr. Melnik, who is the Director of the Economic and Public Policy Research group at the University of Massachusetts Donahue Institute, presented "Trends and Issues in the Massachusetts Youth Labor Market".



**Annual Conference**  
May 17, 2016

The 13th Annual Sharing Skills-Building Connections Conference was held on May 17, 2016 at the Sturbridge Host Hotel & Conference Center. Nearly 30 workshops were offered to participants, which included topics on workforce discrimination, building non-profit resiliency, supporting job seekers with disabilities, and strategies to connect with employers.

# FINANCIALS FISCAL YEAR 2016

## STATEMENT OF NET ASSETS June 30, 2016

	ENTERPRISE FUNDS			TOTAL
	Operating and CEDAC Loan Funds	Restricted Program Funds	Loan Funds Under Management	
<b>ASSETS</b>				
Total current assets	\$18,996,926	\$6,676,460	\$58,596,905	\$84,270,291
Total other assets	10,270,398	-	6,103,190	16,373,588
<b>Total assets</b>	<b>\$29,267,324</b>	<b>\$6,676,460</b>	<b>\$64,700,095</b>	<b>\$100,643,879</b>
<b>LIABILITIES AND NET ASSETS</b>				
Total current liabilities	6,913,225	6,552,226	2,004,080	15,469,531
Long term notes payable	10,250,846	-	62,696,015	72,946,861
<b>Total liabilities</b>	<b>\$17,164,071</b>	<b>\$6,552,226</b>	<b>\$64,700,095</b>	<b>\$88,416,392</b>
<b>NET ASSETS:</b>				
Unrestricted net assets	8,576,803	-	-	8,576,803
Invested in capital assets, net of related debt	26,206	-	-	26,206
Restricted net assets - expendable	3,500,244	124,234	-	3,624,478
Total net assets	\$12,103,253	\$124,234	-	\$12,227,487
<b>Total liabilities and net assets</b>	<b>\$29,267,324</b>	<b>\$6,676,460</b>	<b>\$64,700,095</b>	<b>\$100,643,879</b>

## STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS For The Year Ended June 30, 2016

	ENTERPRISE FUNDS			TOTAL
	Operating and CEDAC Loan Funds	Restricted Program Funds	Loan Funds Under Management	
Total operating revenues	\$4,059,441	\$4,540,754	(\$23,275)	\$8,576,920
Total operating expenses	3,542,752	4,519,533	-	8,062,285
Changes in net assets from operations	516,689	21,221	(23,275)	514,635
Net operations of loan funds not recourse to CEDAC	-	-	23,275	23,275
Changes in net position	516,689	21,221	-	537,910
Net Assets, beginning of year	11,586,564	103,013	-	11,689,577
<b>Net Assets, end of year</b>	<b>\$12,103,253</b>	<b>\$124,234</b>	<b>-</b>	<b>\$12,227,487</b>

As required by Section 6 of the Acts and Resolves of 1978, this report is respectfully submitted to:

Charlie Baker *Governor*  
Commonwealth of Massachusetts

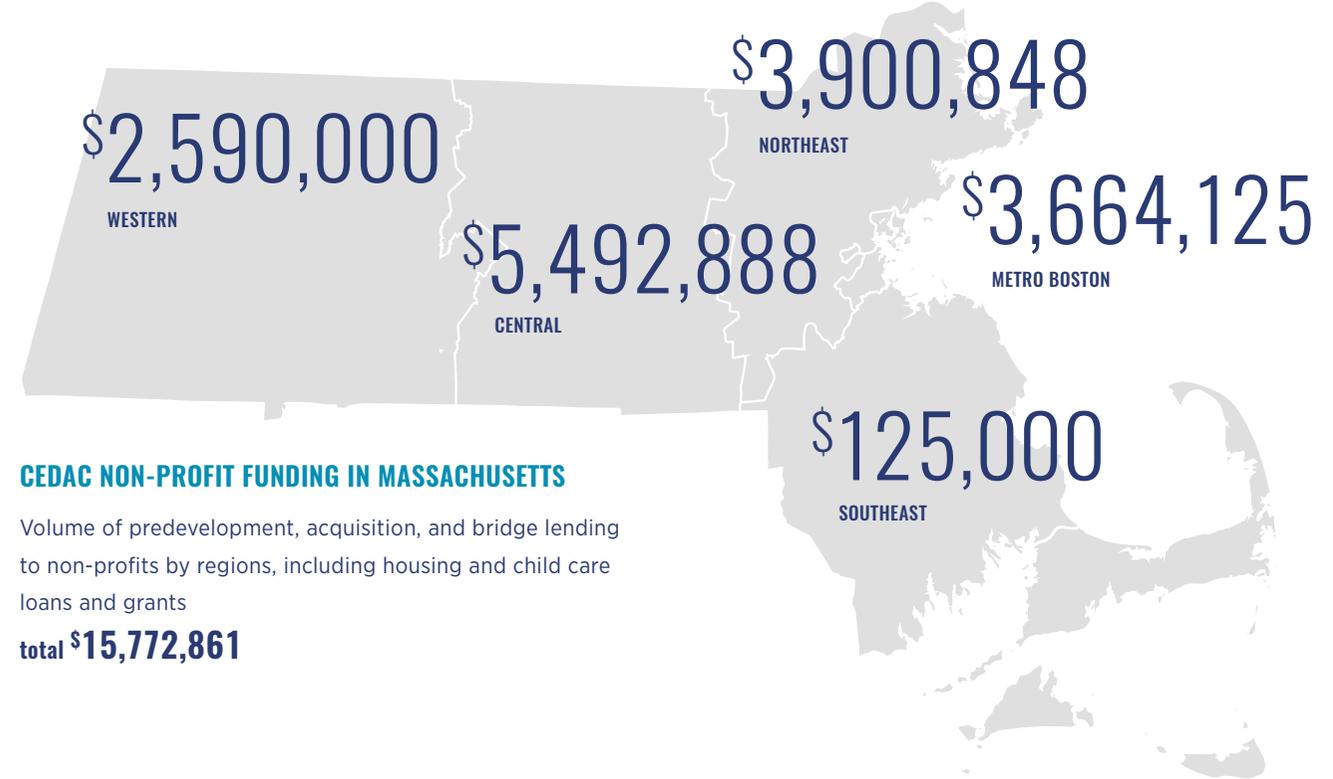
Brian S. Dempsey *Chair*  
House Committee on Ways and Means

William F. Welch *Clerk*  
Senate

Karen E. Spilka *Chair*  
Senate Committee on Ways and Means

Kristen Lepore *Secretary*  
Executive Office for Administration  
and Finance

Steven T. James *Clerk*  
House of Representatives



## CEDAC NON-PROFIT FUNDING IN MASSACHUSETTS

Volume of predevelopment, acquisition, and bridge lending to non-profits by regions, including housing and child care loans and grants

**total \$15,772,861**

# FUNDERS FISCAL YEAR 2016

- The Barr Foundation
- Blue Cross and Blue Shield of Massachusetts
- The Boston Foundation, Skillworks
- Boston Private Bank and Trust Company
- Cabot Family Charitable Trust
- Department of Early Education and Care, Commonwealth of Massachusetts
- Department of Housing and Community Development, Commonwealth of Massachusetts
- Department of Mental Health, Commonwealth of Massachusetts
- Department of Developmental Services, Commonwealth of Massachusetts
- Department of Neighborhood Development, City of Boston
- Eastern Bank
- HomeFunders LLC
- John D. and Catherine T. MacArthur Foundation
- Klarman Family Foundation
- Massachusetts Housing Partnership
- The Massachusetts Life Insurance Community Investment Initiative
- Massachusetts Rehabilitation Commission, Commonwealth of Massachusetts
- MassHousing Affordable Housing Trust Fund
- Rockland Trust
- United Way of Massachusetts Bay and Merrimack Valley

# BOARD OF DIRECTORS AND STAFF LIST FISCAL YEAR 2016

## CEDAC BOARD OF DIRECTORS

**Chrystal Kornegay** Chairperson  
*Undersecretary, Department of Housing and Community Development*

**Peter F. Daly** Vice Chair  
*Executive Director, Homeowners' Rehab, Inc.*

**Thomas Gleason**  
*Executive Director, MassHousing*

**Michael S. Hatfield**  
*Senior Vice President, Product Delivery Manager, Community Development Banking Northeast for Bank of America Merrill Lynch*

**Richard C. Muraida** Treasurer  
*First Vice President, Commercial Banking Division, Rockland Trust*

**Beth Rubenstein**  
*Deputy Commissioner, Office of Real Estate MA Division of Capital Asset Management and Maintenance*

**Susan Schlesinger**  
*President, The Massachusetts Life Insurance Community Investment Initiative*

**Beth Ann Strollo**  
*Executive Director, Quincy Community Action Programs, Inc.*

**Clark L. Ziegler**  
*Executive Director, Massachusetts Housing Partnership*

### CORPORATE COUNSEL:

**Sara Schnorr**  
*Corporate Clerk Of Counsel  
Locke Lord LLP*

## CEDAC STAFF LIST FISCAL YEAR 2016

Roger Herzog  
*Executive Director*

Sara E. Barcan  
*Director of Housing Development*

Bill Brauner  
*Director of Housing Preservation & Policy*

Jennifer Brown  
*Public Information & Program Assistant*

Hien Burnham  
*Senior Portfolio Accountant*

Pearl Chan  
*Programmatic & Administrative Assistant*

Bronia M. Clifton  
*Senior Project Manager*

Tameka Favors  
*Senior Project Manager*

Susan Gillam  
*Program Coordinator, Home Modification Loan Program*

John Harding  
*Portfolio Associate*

Bree Horwitz  
*Senior Project Manager, Children's Investment Fund*

Theresa Jordan  
*Director of Children's Facilities Finance, Children's Investment Fund*

Sarah McKeever  
*Affordable Housing Project Manager*

Will Morgan  
*Supportive Housing Project Manager*

Sivan Nasoff  
*Associate Director of Finance*

Jaclyn Pacejo  
*Program Associate*

Judy Phyu  
*Operations Intern*

Dilia L. Ramirez  
*Operations & IT Manager*

Lionel G. Romain  
*Director of Housing for Central & Western Massachusetts*

Debbie Schnitzer  
*Director of Finance & Operations*

Stephan Weynicz  
*Data & Portfolio Analyst*

Carolyn Williams  
*Finance & HR Manager*

Daniel Vo  
*Accounting Assistant*

To those staff members who left during the year to pursue other endeavors - thank you for your contributions to CEDAC.

Kilandra Bass  
Elizabeth Borkowski

Bill Breitbart  
Yoori Kim

Martha McCahill Cowden  
Dong Nguyen

Mav Pardee  
Rebecca Schofield

Annie Wong

## PHOTO CREDITS

All photos of CEDAC projects by Joel Howe. Photos of Youth in Motion are courtesy of John Kennard and For Kids Only. The individuals in these pictures are supporters of, residents of, or participants in CEDAC-funded affordable housing developments, child care facilities or workforce development trainings.

## Gordon H. Mansfield Veterans Cooperative Housing

developer  
SOLDIER ON

location  
NORTHAMPTON

population served  
FORMERLY HOMELESS VETERANS

total units/supportive units  
44/44

state loan program  
HIF

CEDAC financing  
PREDEVELOPMENT



Brian Keffer, Resident



Community Economic Development  
Assistance Corporation

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617-727-5944 [www.cedac.org](http://www.cedac.org)